

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE RELATIONS BETWEEN ISLAMIC WORK ETHICS,
JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AT
JABATAN AKAUNTAN NEGARA MALAYSIA NEGERI KELANTAN**



By

KHAIRULNIZAM YUSOFF

Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah, Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Sciences
(Management)**



**Pusat Pengajian Pengurusan
Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

KHAIRULNIZAM BIN YUSOFF (817822)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas penyelidikan yang bertajuk
(has presented his/her research paper of the following title)

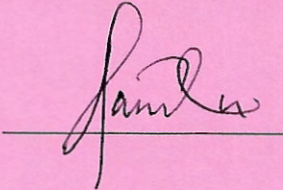
**THE RELATIONS BETWEEN ISLAMIC WORK ETHICS ON JOB SATISFACTION
AND ORGANIZATIONAL COMMITMENT AT JANM NEGERI KELANTAN**

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan
(as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu
dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered
by the research paper).

Nama Penyelia : **DR. HANISSAH BT. A. RAZAK**
(Name of Supervisor)

Tandatangan : 
(Signature)

Tarikh : **3 JANUARI 2018**
(Date)

PERMISSION TO USE

In presenting this dissertation/research paper in partial fulfillment of the requirement for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may take it freely available for inspection. I further agree that permission for copying this dissertation/research paper in any manner, in whole or in a part, for scholarly purposes may be granted by my supervisor (s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/research paper. It is understood that any copying or publication or use of this dissertation/research paper parts of it for financial gain shall not be allowed without my written permission. It is also understood that due to recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation/research paper.

Request for permission to copy or to make other use of materials in this dissertation/research paper in whole or part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

The purpose of this study was to review the relations between Islamic Work Ethics (IWE), Job Satisfaction, and Organizational Commitment among employees at Jabatan Akauntan Negara Malaysia Negeri Kelantan. This study was conducted due to the lack of previous study regarding the relations between Islamic work ethics, job satisfaction, and organizational commitment. From this study, Islamic work ethics was measured to identify the relations and influences on employees' job satisfaction and commitment towards their organization. Questionnaire contains of four (4) sections was developed to measure demographic background, Islamic work ethics, job satisfaction, and organizational commitment. The data from this study was analyzed by using IBM Statistical Package for the Social Sciences (SPSS, 2013) version 22 software. The findings of this study would make a significant contribution of understanding the role of Islamic work ethics in influencing work culture in organization.

Keywords: Islamic work ethics (IWE), job satisfaction, organizational commitment.

ABSTRAK

Tujuan kajian ini adalah bagi membincangkan tentang hubungan di antara Etika Kerja Islam, Kepuasan Bekerja, dan Komitmen Terhadap Organisasi di kalangan pekerja di Jabatan Akauntan Negara Malaysia Negeri Kelantan. Kajian ini dijalankan berikutan kurangnya kajian terdahulu berkaitan hubungan di antara etika kerja Islam, kepuasan bekerja, dan komitmen terhadap organisasi. Daripada kajian ini, etika kerja Islam dinilai untuk mengenalpasti hubungan dan kesan terhadap kepuasan bekerja dan komitmen pekerja terhadap organisasi mereka. Soalselidik yang mengandungi empat (4) seksyen ini dibentuk untuk menilai latarbelakang demografik, etika kerja Islam, kepuasan bekerja, dan komitmen terhadap organisasi. Data daripada kajian ini telah dianalisa dengan menggunakan perisian Pakej Statistik untuk Sains Sosial IBM (SPSS, 2013) versi 22. Hasil kajian ini akan dapat memberikan sumbangan yang bermakna terhadap memahami peranan etika kerja Islam dalam mempengaruhi budaya kerja di dalam organisasi.

Kata kunci: etika kerja Islam, kepuasan bekerja, komitmen terhadap organisasi.

ACKNOWLEDGEMENTS

I would like to acknowledge and thank the following people for have helping me, giving me support physically and morally, for being understanding, for the encouragement, and for being present along the way in the process of writing up this thesis. First and foremost I want to start by thanking my family—to my belated father and mother, my beloved wife Siti Azlida and my dearest children Nurul Nadhirah, Nurul Afiqah and Nurul Aliyyah; and to my siblings and in-laws for all the hope, *doa'* (prayer) and support they have provided me with not only during the course of study and preparing for my thesis but also during the course of my entire studies. To Dr. Hanissah A. Razak, thank you for being very understanding, for having inspired me in the research of my thesis subject. Furthermore, thank you for willing to be my supervisor during the writing of this thesis. To Dr. Amer Hj. Darus, thank you for being very supportive and for recommending Dr. Hanissah to be the supervisor for my thesis. To all my friends and colleagues, Dr. Hasif, Cikgu Md. Noh, Arifin Norman, Dr. Andee (MD), Sayed Aziz, Asyran Raoeff, Wan Nazlan, and also to the management and all employees at JANM Kelantan, thank you for all the encouragement and support. May Allah S.W.T. bless you all.

TABLE OF CONTENTS

	Page
PERMISSION TO USE	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	v
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ABBREVIATION	xiii

CHAPTER 1

INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem Statement	6
1.3 Research Questions	8
1.4 Research Objectives	9
1.5 Scope and Limitations of the Study	9
1.6 Conceptual Definition of Key Terms	10
1.6.1 Job Satisfaction	10
1.6.2 Organizational Commitment	11
1.6.3 Islamic Work Ethics	11
1.7 Organization of the Thesis	11

CHAPTER2

LITERATURE REVIEW 13

2.1	Introduction	13
2.2	Job Satisfaction	14
2.2.1	Conceptual Definition	14
2.2.2	Previous Researches on Job Satisfaction	15
2.3	Organizational Commitment	17
2.3.1	Conceptual Definition	17
2.3.2	Previous Researches on Organizational Commitment	19
2.4	Islamic Work Ethics	21
2.4.1	Conceptual Definition	21
2.4.2	Previous Researches on IWE	23
2.4.3	The Association between IWE and Job Satisfaction	25
2.4.4	The Association between IWE and Organizational Commitment	26
2.5	Conclusion	27

CHAPTER3

METHODOLOGY 29

3.1	Introduction	29
3.2	Research Framework	29
3.3	Hypothesis Statement	31
3.3.1	IWE, Job Satisfaction and Organizational Commitment	31

3.4	Research Design	33
3.5	Sampling Procedure	33
3.5.1	Population	35
3.5.2	Unit of Analysis	36
3.5.3	Sampling Technique	36
3.6	Measurement of Variables/Instrumentation	37
3.6.1	Job Satisfaction Measurement	37
3.6.2	Organizational Commitment Measurement	38
3.6.3	Islamic Work Ethics Measurement	38
3.7	Questionnaire Design	38
3.7.1	Job Satisfaction Questionnaire	39
3.7.2	Organizational Commitment Questionnaire	40
3.7.3	Islamic Work Ethics Questionnaire	41
3.8	Data Collection	43
3.9	Techniques of Data Analysis	44
3.10	Conclusion	45

CHAPTER 4

ANALYSIS		47
4.1	Introduction	47
4.2	Response Rate	47
4.3	Reliability of Variables	48
4.4	Respondent Profile	49
4.5	Mean and Standard Deviation	52
	4.5.1 Mean and SD of Job Satisfaction	53

4.5.2	Mean and SD of Organizational Commitment	54
4.5.3	Mean and SD of Islamic Work Ethics	55
4.6	Hypothesis Testing	56
4.6.1	Pearson Correlation Analysis	56
4.7	Conclusion	61

CHAPTER 5

DISCUSSION, RECOMMENDATIONS AND CONCLUSION 62

5.1	Introduction	62
5.2	Discussion	62
5.2.1	Research Objective 1	65
5.2.2	Research Objective 2	66
5.2.3	Research Objective 3	67
5.3	Limitations of the Study	68
5.4	Implications of the Study	69
5.4.1	Managerial Implication	69
5.4.2	Theoretical Implication	69
5.5	Recommendations	70
5.5.1	Recommendations for Management in Organization	70
5.5.2	Recommendations for Future Research	71
5.6	Conclusion	72

REFERENCES 74

APPENDICES	82
Data Collection Approval Letter	82
Questionnaire	84
Respondents Profile	90
Results of Analysis	92



LIST OF TABLES

TABLES	Page
Table 3.1: <i>Table for Determining Sample Size from a Given Population</i>	34
Table 3.2: <i>Sampling Population</i>	35
Table 3.3: <i>Job Satisfaction Questionnaire</i>	39
Table 3.4: <i>Organizational Commitment Questionnaire</i>	40
Table 3.5: <i>Islamic Work Ethics Questionnaire</i>	41
Table 3.6: <i>Types of Analysis to Answer Research Objective</i>	45
Table 4.1: <i>Response Rate</i>	48
Table 4.2: <i>Variables Reliability</i>	48
Table 4.3: <i>Data of Respondent</i>	49
Table 4.4: <i>Interpretation of Mean</i>	52
Table 4.5: <i>Job Satisfaction, Organizational Commitment and IWE Average Mean and S2</i>	53
Table 4.6: <i>Job Satisfaction Mean and SD</i>	53
Table 4.7: <i>Organizational Commitment Mean and SD</i>	54
Table 4.8: <i>IWE Mean and SD</i>	55
Table 4.9: <i>Correlation Values Interpretation Table</i>	57
Table 4.10: <i>Correlation of Job Satisfaction & IWE</i>	59
Table 4.11: <i>Correlation of Organizational Commitment & IWE</i>	60
Table 4.12: <i>Summarize of Hypothesis</i>	60

LIST OF FIGURES

FIGURES	Page
Figure 3.1: <i>Research Framework</i>	30



LIST OF ABBREVIATION

DV	Dependent Variable
IV	Independent Variable
IWE	Islamic Work Ethics
JANM	Jabatan Akauntan Negara Malaysia
JS	Job Satisfaction
MSQ	Minnesota Satisfaction Questionnaire
OC	Organizational Commitment
OCQ	Organizational Commitment Questionnaire
PBUH	Peace Be Upon Him
PWE	Protestant Work Ethics
SPSS	Statistical Package for the Social Sciences
RO	Research Objective
RQ	Research Question

CHAPTER1

INTRODUCTION

1.1 Background of the Study

The study of work ethics has attracted significant interest among researchers in behavioral sciences field. Issues like job satisfaction and organizational commitment among employee have been an interesting topic to be discussed in order to help organizations to give out their best performances. In the context of this study, the employees of a federal government agency situated in a state governed by an Islamic oriented political party was selected to be the subject to identify the association between Islamic work ethics (IWE), job satisfaction, and organizational commitment. As majority of the employees are Muslims, Islamic work ethics (IWE) has indirectly become the guides or values that followed by both the management and the employees of the organization. Researchers have identified that ethics comes through a significant behavior, thoughts and acts of the management and the employees but not many studies were made to identify what kind of outcome comes from Islamic work ethics (IWE) significantly.

According to Kompanian (2013), factors like economy, education, family, and societies have an effect on how human thinks and acts; but their religion become an

REFERENCES

- Abeng, T. (1997). Business ethics in Islamic context: Perspectives of a Muslim business leader. *Business Ethics Quarterly*, Vol. 7, No. 3.
- Ali, A. & Gibbs, M. (1998). Foundation of business ethics in contemporary religious thought: The ten commandment perspective. *International Journal of Social Economics*, Vol. 25, No.9.
- Al-Quran, *Surah Al-Baqarah*, (2:275)
- Al-Quran, *Surah Al-Baqarah*, (2:276)
- Al-Quran, *Surah Al-Jumu'a* (62:10)
- Al-Quran, *Surah An-Nahl*, (16:97)
- Ahmad, H., et al. (2010). Relationship between Job Satisfaction, Job Performance Attitude toward Work and Organizational Commitment. *European Journal of Social Sciences*, Vol. 18, No. 2, 2010.
- Albrecht, K. (1999). *Successful management by objectives: An action manual*. New York, NY: Prentice Hall.
- Allen, N. & Meyer, J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63.
- Ali, A. (1992). Islamic work ethic in Arabia. *Journal of Psychology*, Vol. 126.
- Ali, A. (2005). *Islamic Perspectives on Management and Organization*. Edward Elgar, Cheltenham.
- Ali, A.J. (2008). Islamic Work Ethic: A Critical Review. *Cross Cultural Management an International Journal*. Vol. 15.

- Ali, J.A. & Al-Kazemi A. (2007). Managerial problems in Kuwait. *The Journal of Management Development*, Vol. 21.
- Ali, J.A. (1988). Scaling an Islamic work ethic. *Journal of Social Psychology*. Vol. 128
- Arslan, M. (2000). A cross cultural comparison of British and Turkish managers in term of Protestant work ethic characteristics. *Business Ethics: A European Review*. Vol.9.
- Arslan, M. (2001). The Work ethic values of Protestant British, Catholic Irish and Muslim Turkish Managers. *Journal of Business Ethics*. Vol. 31.
- Ali, A., Falcone, T. & Azim, A. (1995). Work ethic in the USA and Canada. *Journal of Management Development*, Vol. 14.
- Beekun, R. (1997). *Islamic Business Ethics*. Herndon, VA: The International Institute of Islamic Thought.
- Cook, J.D., Hepworth, S.J., Wall, T.D., & Warr, P.B. (1981). *The experience of work: A compendium and review of 249 measures and their use*. London: Academic Press.
- Daft, R.L., & Marcie, D., (2013). *Understanding Management*. 8th Edition: South-Western College Publication.
- Deborah, J.R. (2011). *Statistics For Dummies, 2nd Edition*.
- Dessler, G. (1986). *Organization Theory*. Prentice Hall: Englewood Cliffs, NJ.
- Diddams, M. & Whittington, J.L. (2003). Book review essay: revisiting the meaning of meaningful work". *Academy of Management Review*, Vol. 28.
- Elizur, D. & Koslowsky, M. (2001). Values and Organizational Commitment. *International Journal of Manpower*, Vol. 22, No. 7.

- Ferguson, N. (2004). Economics, religion and the decline of Europe. *Economics Affairs*. Vol. 24.
- Furnham, A. (1982). The Protestant work ethic and attitudes towards unemployment. *Journal Occupational Psychology*, Vol. 55.
- Furnham, A. (1990). *The Protestant work ethic: The psychology of work-related beliefs and behaviours*. London: Routledge.
- Furnham, A. & Rajamanickam, R. (1992). The Protestant work ethic and just world belief in Great Britain and India. *International Journal of Psychology*, Vol. 27.
- Fritz, J., Arnett, R. & Conkel, M. (1999). Organizational ethical standards and organizational commitment. *Journal of Business Ethics*, (4).
- George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference 11.0 update (4th Ed.)*. Boston: Allyn & Bacon.
- Ghani, R. A., Nordin, F., & Mamat, L. (2004). Organizational commitment among the academic staff in the Distance Education Program. *The International Journal of Education Development*, 1.
- Jaros, S. (2007). Meyer and Allen Model of Organizational Commitment: Measurement Issues. *The Icfa Journal of Organizational Behavior*, Vol. VI, No. 4, 2007.
- Karatepe, O., & Tekinkus, M. (2006). Work-family conflict, emotional exhaustion, and intrinsic motivation: A study of frontline employees in Turkish banks. *The International Journal of Bank Marketing*, Vol. 24.
- Kidron, A. (1978). Work values and organisational commitment. *Academy of management Journal*. Vol. 21.
- Koh, H.C. & Boo, E.H. (2004). Organizational ethics and employee satisfaction and commitment. *Management Decision*, Vol. 42, No. 5.

- Koh, H.C. & Boo, E.H. (2001). The link between organizational ethics and Job satisfaction: A study of managers in Singapore. *Journal of Business Ethics*, Vol. 29.
- Kompanion, A. (2013). *The Relationship between Islamic Work Ethics, Job Related Outcomes and Conflict Resolution Styles in Iran*. Eastern Mediterranean University, North Cyprus. August 2013.
- Krejcie, R.V., & Morgan, D.W., (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*.
- Kumar, N. & Rose, R.C. (2010). Examining the link between Islamic work ethic and innovation capability. *Journal of Management Development*, Vol. 29.
- Locke, E. A., (1976). *The Nature and Causes of Job Satisfaction*. In M.D. Dunnette (Ed.), *Hand Book of Intestinal and Organizational Psychology*. Chicago: Rand Le.Nally.
- Meyer, J.P. & Allen, N.J. (1984). Testing the side bet theory of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69.
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in the workplace, theory, research and application*. California: Sage.
- Meyer, J.P. & Allen, N.J. (1991). A three component conceptualization of organizational commitment. *Human Resource Management Review*, 1.
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of 105 concurrent and time-lagged relations. *Journal of Applied Psychology*, 75.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11.

- Meyer, W.F., Moore, C., & Viljoen, H.G. (1997). *Personality Theories from Freud to Frankl*. Johannesburg. Lexicon.
- Meyer, J.P., Paunonen, S.V., Gellatly, I.R., Goffin, R.D. & Jackson, D.N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour*, 61.
- Mirels, H. L., & Garrett, J.B. (1971). The Protestant ethic as a personality variable. *Journal of consulting and clinical psychology*, 36(1), 40.
- Mowday, R.T., Porter L.W. and Steers, R.M. (1982). *Employee-Organizational Linkages: The Psychology of Commitment, Absenteeism and Turnover*. New York: Academic Press.
- Mowday, R.T., & Steers, R.M. & Porter, L.W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*. Vol. 14.
- Nasr, S.H (1984). Islamic work ethics. *Human Islamicus*, Vol.7.
- Nik M.A. N. Y. (2002). *Islam & Business*. Subang Jaya: Pelanduk Publications (M) Sdn. Bhd.
- Norasikin, F. & Zawawi, I. (2008). Computer Literacy Level Among Non- IT Students in Universiti Pendidikan Sultan Idris. *Jurnal Pendidikan UM (Non- ISI/Non-SCOPUS)*.
- Norlela, K., & Siti Khadijah, A.M., (2010). The Conceptual of Islamic Framework. *Malaysian Accounting Review, Special Issue Vol. 9 No. 2*, 2010.

- Porter, L.H., Steers, R.M. and Boulian P.V. (1974). Organizational commitment, Job Satisfaction and Turnover among Psychiatric Technicians. *Journal of Applied Psychology*, Vol. 59 No. 5.
- Putti, J.M., Aryee, S. & Liang, T.K. (1989). Work values and organizational commitment in an employee-owned firm: *Evidence from UK. Human Relations*, Vol. 42 No. 3.
- Peterson, D. K., (2003). The relationship between ethical pressure, relativistic moral beliefs and organizational commitment. *Journal of Managerial Psychology*, Vol 16.
- Rahman, N. M., Muhamad, N., & Othman, A, S (2006), The Relationship between Islamic Work Ethics and Organizational Commitment: A Case Analysis. *Malaysian Management Review*, Vol. 41 (1).
- Rizk, R.R. (2008). Back to basics: An Islamic perspective on business and work ethics. *Social Responsibility Journal*, 1(2), 246254.
- Robbin, S.P. (2005). *Organizational Behavior*. Prentice-Hall, Upper Saddle River, NJ. International Journal of Selection and Assessment, 8 (4).
- Rokhman, W, & Omer, A. (2008). The Effect of Islamic Work Ethics on Job Satisfaction, Organizational Commitment and Turnover Intention: A Study on Islamic Microfinance Institutions in Central Java, Indonesia. *Jurnal Bisinis & Manajemen*. Vol. 4.
- Schwepker, C.H. (2001). Ethical climate's relationship to job satisfaction, organizational commitment and turnover intention in the salesforce. *Journal of Business Ethics*, Vol. 54.
- Sekaran, U., & Bougie, R., (2010). *Research Methods for Business: A skill building approach, Fifth edition*. Wiley India (Pvt) Ltd: New Delhi.

- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Cause and Consequences*. Sage Publications, London.
- Syed Omar, A., & Aidit, G. (1994). *Islamic Values and Management*. Kuala Lumpur: Institute of Islamic Understanding (IKIM).
- Viswesvaran, C. & Deshpande, S. P. (1996). Ethics, success, and job satisfaction: A test of dissonance theory in India. *Journal of Business Ethics*, Vol. 15.
- Vitell, S.J. & Davis, D.L. (1990). The relationship between ethics and Job satisfaction: An Empirical Investigation. *Journal of Business Ethics*, Vol. 9.
- Weber, M. (1958). *The Protestant Ethic and the Spirit of Capitalism*. New York: Charles Scribner's Sons.
- Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual of the Minnesota Satisfaction Questionnaire*. Minneapolis: MN: The University of Minnesota Press.
- Weiss, D. J., Dawis, R. V., Lofquist, L. H., & England, G. W. (1966). *Instrumentation for the Theory of Work Adjustment*. Minneapolis, MN: The University of Minnesota Press.
- Wiener Y. (1982). Commitment in organizations. A normative view. *Academy of Management Review*. 7(3).
- Yousef, D. A. (2000). Organizational commitments as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations*. Vol. 53.
- Yousef, D. A. (2001). Islamic work ethic: A moderator between organizational commitment and job satisfaction in a cross-cultural context. *Personnel Review*. Vol.30.

Zangaro, G.A. (2001). Organizational commitment: A concept analysis. *Nursing Forum*, 36(2).



APPENDICES



Fakulti Pengurusan Perniagaan

Borang Soal Selidik/ *Questionnaire*

Tajuk Kajian: Hubungan di antara Etika Kerja Islam dengan Kepuasan Kerja dan Komitmen Terhadap Organisasi

Research Title: Islamic Work Ethics relationship with Job Satisfaction and Organizational Commitment

Salam Sejahtera Tuan-tuan dan Puan-puan,

Tahniah! Anda telah terpilih untuk menjadi responden dalam kajian ini. Kajian ini dikendalikan untuk melengkapkan kertas ilmiah/tesis sebagai prasyarat untuk Ijazah Sarjana. Objektif kajian ini adalah untuk mendapatkan maklumat berkaitan hubungan di antara Etika Kerja Islam dengan Kepuasan Kerja dan Komitmen Terhadap Organisasi. Segala maklumat yang diberikan adalah sulit dan akan digunakan untuk tujuan akademik sahaja. Kejujuran dan keikhlasan tuan-tuan dan

puan-puan amat diperlukan ketika menjawab soal selidik ini untuk membolehkan gambaran yang jelas didapati berkaitan kajian yang dijalankan.

Dear Sir/Madam,

Congratulations! You have been chosen to be a respondent in this study. This research is being conducted to complete a thesis as a partial fulfilment for Master's program. The objective of this study is to gain information regarding the relationship between Islamic Work Ethics with Job Satisfaction and Organizational Commitment. All information given is confidential and will be used for academic purposes only. Your honesty and sincerity are highly required in answering this questionnaire in order to give clear description regarding the study conducted.

Kerjasama dan masa yang diuangkan amatlah dihargai. Terima kasih.

Your time and cooperation are highly appreciated. Thank you.

Khairulnizam Yusoff

Master of Science (Management)

Universiti Utara Malaysia

Questionnaire (Soal selidik):

Please provide some information about your background. All responses will be kept strictly confidential and the results will not be used in any way to reveal your response.

Sila bekalkan maklumat berkaitan latarbelakang anda. Semua maklumbalas akan dijaga dengan penuh kerahsiaan dan hasil yang diperolehi tidak akan digunakan dengan apa jua cara untuk mendedahkan maklumbalas anda.

**Section I (Personal Background/
Latarbelakang Peribadi)**

Gender/ Jantina

Age/ Umur

Period of Service/ Tempah berkhidmat

**Highest Education Level/ Tahap Pendidikan
Tertinggi**

**Tick (✓) the appropriate answer/
Tandakan (✓) pada jawapan
yang bersesuaian**

Male	
Female	
Below 25	
26–35	
36–45	
46–55	
56 & above	
Less than 5 years	
6–10	
11–15	
16–20	
25 & above	
Master/Phd	
Degree	
Diploma/STPM	
SPM	

Monthly Salary/ Pendapatan Bulanan

1000–2500	
2501–4000	
4001–5500	
5501 & above	

Service Grade/ Gred Perkhidmatan

11–19	
22–26	
29–36	
41–44	
48–54	

Job Specification/ Spesifikasi Kerja

Management	
Supervision	
Supporting/Technical	

Marital Status/ Status Perkahwinan

Married	
Single	
Widow/Divorcee	



UUM
Universiti Utara Malaysia

Seksyen II (Etika Kerja Islam)/ Section II (Islamic Work Ethics)

Pada seksyen ini, anda akan menemui pernyataan tentang Etika Kerja Islam. Baca setiap pernyataan dengan teliti, dan bulatkan jawapan yang bersesuaian pada pendapat anda sebagaimana skala diberi/ *In this section, you will find statements about Islamic Work Ethics. Read each statement carefully, and then circle the answer that best describe your level of opinion by the given scale.*

1. Kemalasan merupakan satu sifat yang buruk/ Laziness is a vice.

2. Dedikasi dalam bekerja merupakan satu sifat yang baik/ Dedication to work is a virtue.

Sangat Tidak Setuju				Sangat Setuju
<i>Strongly Disagree</i>				<i>Strongly Agree</i>
1	2	3	4	5
1	2	3	4	5

3. Pekerjaan yang baik dapat memberi manfaat kepada diri sendiri dan orang lain/ *Good work benefits both oneself and others.*

1	2	3	4	5
---	---	---	---	---

4. Keadilan dan kemurahan hati di tempat kerja adalah perlu untuk kesejahteraan masyarakat/ *Justice and generosity in the workplace are necessary conditions for society's welfare.*

1	2	3	4	5
---	---	---	---	---

5. Menghasilkan sesuatu yang lebih daripada apa yang diperlukan untuk memenuhi keperluan peribadi akan menyumbang kepada keharmonian masyarakat secara keseluruhan/ *Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole.*

1	2	3	4	5
---	---	---	---	---

6. Seseorang harus bekerja dengan bersungguh-sungguh melebihi tahap keupayaannya/ *One should work out to the best of one's ability.*

1	2	3	4	5
---	---	---	---	---

7. Pekerjaan bukan hanya sekadar kerja tetapi bermaksud membangunkan potensi diri dan perhubungan sosial/ *Work is not as an end in itself but a means to foster personal growth and social relations.*

1	2	3	4	5
---	---	---	---	---

8. Kehidupan tidak beerti tanpa bekerja/ *Life has no meaning without work.*

1	2	3	4	5
---	---	---	---	---

9. Terlalu banyak masa lapang adalah tidak baik untuk masyarakat/ *More leisure time is good for society.*

1	2	3	4	5
---	---	---	---	---

10. Hubungan sesama manusia di dalam sesebuah organisasi harus ditekankan dan digalakkan/ *Human relations in organizations should be emphasized and encouraged.*

1	2	3	4	5
---	---	---	---	---

11. Pekerjaan dapat membantu seseorang untuk mengawal keadaan/ *Work enable a person to control nature.*

1	2	3	4	5
---	---	---	---	---

12. Pekerjaan yang kreatif merupakan sumber kepada kebahagiaan dan kejayaan/ *Creative work is a source of happiness and accomplishment.*

1	2	3	4	5
---	---	---	---	---

13. Sesiapa yang bekerja lebih cenderung untuk maju dalam kehidupan/ *Any person who works is more likely to get ahead in life.*

1	2	3	4	5
---	---	---	---	---

14. Bekerja dapat membantu seseorang untuk berdiri sendiri/ *Work gives one the chance to be independent.*

1	2	3	4	5
---	---	---	---	---

15. Seseorang yang berjaya ialah mereka yang dapat menyiapkan tugas tepat pada masanya/ *A successful person is the one who meets deadlines at work.*

1	2	3	4	5
---	---	---	---	---

16. Seseorang harus bekerja keras secara berterusan bagi memastikan beliau dapat memenuhi tanggungjawabnya/ *One should constantly work hard to meet responsibilities.*

1	2	3	4	5
---	---	---	---	---

17. Nilai-nilai kerja bermula daripada niat untuk bekerja bukannya hasil keputusan daripada kerja tersebut/ *The value of work is derived from the accompanying intention rather than its results.*

1	2	3	4	5
---	---	---	---	---

Seksyen III (Kepuasan Bekerja)/ Section III (Job Satisfaction)

Pada seksyen ini, anda akan menemui pernyataan tentang Kepuasan Bekerja. Baca setiap pernyataan dengan teliti, dan bulatkan jawapan yang bersesuaian pada pendapat anda sebagaimana skala diberi/ *In this section, you will find statements about Job Satisfaction. Read each statement carefully, and then circle the answer that best describe your level of opinion by the given scale.*

Sangat Tidak Puas Hati	Sangat Puas Hati
Very Dissatisfactory	Very Satisfactory

1. Keadaan persekitaran fizikal tempat kerja anda/ *The physical surrounding of your work place.*

1	2	3	4	5

2. Amaun gaji yang diterima bagi kerja yang anda lakukan/ *The amount of pay for the work you do.*

1	2	3	4	5

3. Peluang kenaikan pangkat dalam pekerjaan anda/ *The opportunity of getting promotion in this job.*

1	2	3	4	5

4. Cara pihak atasan anda menguruskan para pekerja/ *The way your superior manage the employee.*

1	2	3	4	5

5. Peluang untuk mewujudkan hubungan yang rapat dengan rakan sekerja anda/ *The opportunity to develop close relation with your colleague.*

1	2	3	4	5

6. Jaminan keselamatan pekerjaan/ *Job security.*

1	2	3	4	5

Seksyen IV (Komitmen Terhadap Organisasi)/ *Section IV (Organizational Commitment)*

Pada seksyen ini, anda akan menemui pernyataan tentang Komitmen Terhadap Organisasi. Baca setiap pernyataan dengan teliti, dan bulatkan jawapan yang bersesuaian pada pendapat anda sebagaimana skala diberi/ *In this section, you will find statements about Organizational Commitment. Read each statement carefully, and then circle the answer that best describe your level of opinion by the given scale.*

1. Saya bersedia berusaha melangkaui jangkaan biasa bagi membantu organisasi ini untuk berjaya/ *I am willing to put in a great deal of effort beyond normal expectation in order to help this organization to be successful.*

Sangat		Sangat		
Tidak		Setuju		
Setuju				
Strongly		Strongly		
Disagree		Agree		
1	2	3	4	5

2. Saya mengesyorkan organisasi ini kepada rakan-rakan sebagai tempat yang sesuai untuk bekerja/ *I recommend this organization to my friends as a great place to work for.*

1	2	3	4	5
---	---	---	---	---

3. Saya bersyukur kerana telah memilih organisasi ini untuk bekerja berbanding tawaran lain yang diterima/ *I am glad I chose this organization to work for over other places I was considering to join.*

1	2	3	4	5
---	---	---	---	---



Respondents Profile

Job level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management	7	9.9	9.9	9.9
	Supervision	22	31.0	31.0	40.8
	Support/ Technical	42	59.2	59.2	100.0
	Total	71	100.0	100.0	

Job Grade					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 11-19	33	46.5	46.5	46.5
	Grade 22-26	9	12.7	12.7	59.2
	Grade 29-36	22	31.0	31.0	90.1
	Grade 41-44	5	7.0	7.0	97.2
	Grade 48-54	2	2.8	2.8	100.0
	Total	71	100.0	100.0	

Monthly salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1000-2500	2	2.8	2.8	2.8
	RM2501-4000	55	77.5	77.5	80.3
	RM4001-5500	9	12.7	12.7	93.0
	RM5501 and above	5	7.0	7.0	100.0
	Total	71	100.0	100.0	

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	20	28.2	28.2	28.2
	Female	51	71.8	71.8	100.0
	Total	71	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-35 years	23	32.4	32.4	32.4
	36-45 years	32	45.1	45.1	77.5
	46-55 years	12	16.9	16.9	94.4

	Above 56 years	4	5.6	5.6	100.0
	Total	71	100.0	100.0	

Working experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	3	4.2	4.2	4.2
	6-10 years	12	16.9	16.9	21.1
	11-15 years	33	46.5	46.5	67.6
	16-20 years	10	14.1	14.1	81.7
	Over 20 years	13	18.3	18.3	100.0
	Total	71	100.0	100.0	

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	66	93.0	93.0	93.0
	Single	3	4.2	4.2	97.2
	Widow/Divorced	2	2.8	2.8	100.0
	Total	71	100.0	100.0	

Education background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM and below	22	31.0	31.4	31.4
	Diploma/STPM	33	46.5	47.1	78.6
	Bachelor/Degree	14	19.7	20.0	98.6
	Post Graduate (Master/PHD)	1	1.4	1.4	100.0
	Total	70	98.6	100.0	
Missing	System	1	1.4		
Total		71	100.0		

Results of Analysis

Organizational Commitment Analysis

Statistics				
		Saya bersedia berusaha melangkaui jangkaan biasa bagi membantu organisasi ini untuk berjaya.	Saya mengesyorkan organisasi ini kepada rakan-rakan sebagai tempat yang sesuai untuk bekerja.	Saya bersyukur kerana telah memilih organisasi ini untuk bekerja berbanding tawaran lain yang diterima.
N	Valid	71	71	71
	Missing	0	0	0
Mean		4.41	4.34	4.39
Median		5.00	4.00	5.00
Std. Deviation		.667	.716	.686
Saya bersedia berusaha melangkaui jangkaan biasa bagi membantu organisasi ini untuk berjaya.				
		Frequency	Percent	Valid Percent
Valid	Neutral	7	9.9	9.9
	Agree	28	39.4	39.4
	Very agree	36	50.7	50.7
	Total	71	100.0	100.0
Saya mengesyorkan organisasi ini kepada rakan-rakan sebagai tempat yang sesuai untuk bekerja.				
		Frequency	Percent	Valid Percent
Valid	Neutral	10	14.1	14.1
	Agree	27	38.0	38.0
	Very agree	34	47.9	47.9
	Total	71	100.0	100.0
Saya bersyukur kerana telah memilih organisasi ini untuk bekerja berbanding tawaran lain yang diterima.				
		Frequency	Percent	Valid Percent
Valid	Neutral	8	11.3	11.3
	Agree	27	38.0	38.0
	Very agree	36	50.7	50.7
	Total	71	100.0	100.0

Job Satisfaction Analysis

Statistics							
		Keadaan persekitaran fizikal tempat kerja anda.	Amaun gaji yang diterima bagi kerja yang anda lakukan.	Peluang kenaikan pangkat dalam pekerjaan anda.	Cara pihak atasan anda menguruskan para pekerja.	Peluang untuk mewujudkan hubungan yang rapat dengan rakan sekerja anda.	Jaminan keselamatan pekerjaan.
N	Valid	71	71	71	71	71	71
	Missing	0	0	0	0	0	0
Mean		4.34	4.48	4.38	4.41	4.59	4.68
Median		4.00	5.00	4.00	4.00	5.00	5.00
Std. Deviation		.584	.582	.618	.645	.523	.501
Keadaan persekitaran fizikal tempat kerja anda.							
		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	Neutral	4	5.6	5.6	5.6		
	Satisfactory	39	54.9	54.9	60.6		
	Very satisfactory	28	39.4	39.4	100.0		
	Total	71	100.0	100.0			
Amaun gaji yang diterima bagi kerja yang anda lakukan.							
		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	Neutral	3	4.2	4.2	4.2		
	Satisfactory	31	43.7	43.7	47.9		
	Very satisfactory	37	52.1	52.1	100.0		
	Total	71	100.0	100.0			
Peluang kenaikan pangkat dalam pekerjaan anda.							
		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	Neutral	5	7.0	7.0	7.0		
	Satisfactory	34	47.9	47.9	54.9		
	Very satisfactory	32	45.1	45.1	100.0		
	Total	71	100.0	100.0			
Cara pihak atasan anda menguruskan para pekerja.							
		Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	Neutral	6	8.5	8.5	8.5		
	Satisfactory	30	42.3	42.3	50.7		

	Very satisfactory	35	49.3	49.3	100.0
	Total	71	100.0	100.0	
Peluang untuk mewujudkan hubungan yang rapat dengan rakan sekerja anda.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	1.4	1.4	1.4
	Satisfactory	27	38.0	38.0	39.4
	Very satisfactory	43	60.6	60.6	100.0
	Total	71	100.0	100.0	
Jaminan keselamatan pekerjaan.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	1	1.4	1.4	1.4
	Satisfactory	21	29.6	29.6	31.0
	Very satisfactory	49	69.0	69.0	100.0
	Total	71	100.0	100.0	

Regression Analysis

Descriptive Statistics				
		Mean	Std. Deviation	
MEAN JS		4.4789	.50704	
MEAN OC		4.3803	.66499	
MEAN IWE		4.5501	.55272	
Correlations				
		MEAN JS	MEAN OC	MEAN IWE
MEAN JS	Pearson Correlation	1		
MEAN OC	Pearson Correlation	.874	1	
	Sig. (2-tailed)	.000		
MEAN IWE	Pearson Correlation	.821	.795	1
	Sig. (2-tailed)	.000	.000	

OC & IWE Regression Analysis

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.795 ^a	.632	.627	.40609	.632	118.708
Model Summary ^b						
Model	Change Statistics					
	df1		df2		Sig. F Change	
1	1		69		.000	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.576	1	19.576	118.708	.000 ^b
	Residual	11.379	69	.165		
	Total	30.955	70			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.027	.402		.067	.947
	Mean IWE	.957	.088	.795	10.895	.000

JS & IWE Regression Analysis

Model Summary ^b						
Model	R	R Squar e	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.821 ^a	.674	.669	.29180	.674	142.348
Model Summary ^b						
el	Mod	Change Statistics				
		df1	df2	Sig. F Change		
1		1	69	.000		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.121	1	12.121	142.348	.000 ^b
	Residual	5.875	69	.085		
	Total	17.996	70			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.053	.289		3.642	.001
	Mean IWE	.753	.063	.821	11.931	.000

Descriptive Statistics		
	Mean	Std. Deviation
meanJS	4.4789	.50704
meanOC	4.3803	.66499
meanIWE	4.5501	.55272

Correlations				
		meanJS	meanOC	meanIWE
meanJS	Pearson Correlation	1		
meanOC	Pearson Correlation	.874	1	
	Sig. (2-tailed)	.000		
meanIWE	Pearson Correlation	.821	.795	1
	Sig. (2-tailed)	.000	.000	

Reliability

Reliability Statistics JS	
Cronbach's Alpha	N of Items
.940	6

MEAN SD ITEM JS		
	Mean	Std. Deviation
Work place conditions	4.34	.584
Pay amount for work	4.48	.582
Opportunity for promotion	4.38	.618
The way superior manage employee	4.41	.645
Develop close relations with colleague	4.59	.523
Job security	4.68	.501

Reliability Statistics OC		
Cronbach's Alpha	N of Items	
.962	3	
MEAN SD ITEM OC		
	Mean	Std. Deviation
Willing to put great effort to help this organization successful	4.41	.667
I recommend this organization as a great place to work for	4.34	.716
Glad I chose this organization to work for	4.39	.686

Reliability Statistics IWE		
Cronbach's Alpha	N of Items	
.994	17	
MEAN SD ITEM IWE		
	Mean	Std. Deviation
Laziness is vice	4.62	.544
Dedication to work is virtue	4.56	.554
Good work benefits	4.59	.550
Justice & generosity are necessary	4.56	.554
Produce more contributes to prosperity	4.55	.555
One should work out the best	4.52	.606
Work foster growth and relations	4.58	.552
Life has no meaning without work	4.54	.605
More leisure time not good for society	4.46	.673
Human relations should be encouraged	4.56	.554
Work enable person to control nature	4.55	.580
Creative work is source of happiness	4.49	.630
Person who work get ahead in life	4.56	.554
Work chances to be independent	4.59	.550
Successful person meets deadlines	4.56	.554
Constantly work hard to meet responsibilities	4.52	.606
Value of work derived from intention	4.52	.582